

**ALIGNING EXPECTATIONS BETWEEN YOUNG TALENT
AND ORGANIZATIONS-EMPLOYERS:
AN EXPERIENTIAL LEARNING HOW TO CREATE
«A COMMON BRIDGE»**

The article discusses the role and potential of modern universities in creation of special tools for connecting employers, recruitment agencies and young talented staff to implement mutually beneficial needs and expectations.

K e y w o r d s: young talent, enterprises, experiential learning.

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**ВЫРАВНИВАНИЕ ОЖИДАНИЙ
МЕЖДУ МОЛОДЫМИ ТАЛАНТАМИ
И ОРГАНИЗАЦИЯМИ-РАБОТОДАТЕЛЯМИ:
ОПЫТ ИЗУЧЕНИЯ СОЗДАНИЯ «ОБЩЕГО МОСТА»**

В статье рассматриваются роль и возможности современных университетов в создании специальных инструментов для соединения работодателей, рекрутинговых агентств и молодых талантливых сотрудников в целях реализации взаимовыгодных потребностей и ожиданий.

К л ю ч е в ы е с л о в а: молодые таланты, организация, экспериментальное обучение.

Align expectations of companies with those of the young talents is a complex task. One of the main problems related to the alignment of these is that companies and young talents do not have a collaborative approach and work in the search for solutions to real and concrete situations that demonstrate both the needs of the company as the tools that young people can develop to address them. His approach occurs when young people are in their search for jobs and companies in their recruitment process urgent or massive. In view of the foregoing, the time of facing a process of interviews, both felt they might be in dire need of «something» or «someone» better.

Some of the studies carried out by leading companies in human resources and experts' recruiters have shown that the perceptions of young people and the requirements of the companies have indeed points of convergence and divergence.

An example of the foregoing is observed through the study conducted by ADECCO called: «Youth and employment: their dreams and expectations» [3]. The application to young people from 13 different countries representative obtained nearly 10,000 responses related to the idea of job search and its future work. The results show that more than 50 % of young people rely on to get a job in the first year after completing their studies. This depends to a large extent because 80 % of the population feel prepared with competencies and skills to meet the demands of the future. Parallel to the two previous questions, the young people consider that both the technological skills such as the handling of the languages are the most demanded by today's businesses.

This study also revealed that young people believe that what the companies value mostly to a manager by: empower their workforce, by having the ability to establish performance criteria to the staff and the ability to evaluate them properly, by being an expert technical or functional in the area, a model of life and, to a lesser extent, by providing a job oriented [3].

The balance between personal life and professional life is, in the majority of cases, a related concept with enough time to his private life, and to a lesser extent than the previous, count with flexible hours at work, and get respect and recognition and even a convenient location of the office. In spite of the fact that the young people of latest generations can be perceived as people focused on social interests, this survey left to see that for more than 50 % of them, spend time with the family is a priority, they considered it essential to grow and learn new things, and to a lesser extent, that the friends are important even above the importance of money. In conclusion, the prospects for 10 years of these young people are: Count with economic stability, have found the job of your dreams, collaborate for a company committed to the society and have played in several positions within a company [3].

On the other hand, from the standpoint of the companies, in good measure, they believe that young people are relatively ready to undertake the career because they require to develop skills and competencies which

obviously young people, and even educational institutions, have not put it on his radar or in their field of action.

While it is true that the international companies and globally developed promoting creativity and innovation, it is also true that the technological tools and the ability to communicate in several languages are not necessarily the most valued by them.

According to an article published by Búsqueda & Empleo entitled «What young people expect to find in the leading companies?» [6], for corporations such as Ford, IBM, Phillip Morris and Caesar Park Hotel the leadership as well as teamwork, creativity, flexibility and adaptability are also skills and competencies of interest, however, each time with greater force, they integrate other selection criteria of staff as: Attitude, personal organization, global vision, capacity for analysis, ethical behavior, humility, Common sense, prudence, receptivity to the criticisms, personal organization, handling time, capacity emotional balance, personal safety, interpersonal communication and vocation of service, among others. It should be noted that in a survey conducted by Forbes Mexico, the leaders responsible for the labor exchanges of Mexican universities prestigious agreed that: «Beyond the expertise, companies are looking for young talent with good attitude» [1].

Based on the foregoing, it notes that young people and companies match in a considerable number of skills and competencies required for the professional life, however young people have not been able to understand that there are skills such as those mentioned above that may even have increased value by the companies at the time becoming part of the process of recruitment and selection.

In contrast to the above, it is likely that the companies have fallen short in not considering that the quality of life, the value of the family, among other factors are of great importance for young people who is looking for a job. Therefore, their hiring people strategies can be propping up to offerings that little capable of «love» to young candidates with the skills and competences as which they seek. According to this analysis, it is possible that the companies will become less attractive to young people if they offer competitive wages above a «project of life with quality».

Then it is necessary to define what actions we can take to minimize the apparent distance between the perceptions and needs of young people against the requirements and offers of the companies. There will be to

integrate an additional element that allows both perceptions and expectations align and flow in a same way.

The additional elements, without doubt, are the institutions of higher education. A clear example of this is Instituto Tecnológico y de Estudios de Monterrey, installed in several cities in Mexico, which has opted to reinvent itself and recreated from a new way of looking at the educational tendencies but above all to the growing markets in the global context. This institution has decided to transform its educational model in order to align it to the context and skills required in the XXI century. It should be noted that its decision was based on the result obtained after months of much analysis and to meet with the universities of various countries (United States, Canada, France, Australia, among others) in order to adopt best practices.

Although it is easy to express, it is not so at the moment of operating especially if we consider the paradigms that are broken and the changes that occur around «this new form of conceived» in the face of existing challenges. However this study will have an approach to the initiative that has managed to integrate, connect and articulate young people with companies in a same context through projects and challenges.

This initiative has the name of *Innovation Week* which is related to: innovation, ideas, immersion, and integration, incorporation, among many other concepts that express what this week aims to promote, encourage, strengthen and develop in young students.

Through it, the ITESM creates spaces for high-value projects to promote teamwork, integrate the different generations of a race and the multi-disciplinary work. These projects offer challenging goals and increase in the student the risk tolerance, uncertainty and frustration (resilience), promote the development of general skills and disciplines, are tied to the practice, which enables the student to generate an experiential experience.

The competencies assessed by teachers are those related with its graduate profile and the transverse calls that promote the values of the university.

To carry out this week all campuses suspended regular classes during the period of 8 days. During that time more than 5 000 students are faced with the draft/challenge that have been previously registered in each of their campuses and even outside of them (in Mexico or in another part of the world).

Each participant is part of an interdisciplinary group which is facing young people that another group for presenting the best alternatives of solution to the Community, companies, social institutions, with the or which is developed his project.

Students can receive from their teachers' advice and accompaniment. These are equipped with 2, 3 and up to 5 days to address the challenges that have been put in each project of real life. During this time, they should investigate and create, according to challenge received, the alternative or alternatives of solution. The companies and institutions participants chose, through a round of presentations, among all the proposals of the students of the team that presents the best alternative.

One of the major gains for both is that the winning proposal is implemented within almost immediately. The characteristics of the proposals or alternatives of solution are: innovative ideas, viable, achievable, made in estimated times, with existing resources or with the development of processes or new technologies that allow its application, among others.

What is most important to highlight from the experience of the *Innovation Week* is that the students are faced with times, situations, equipment, resources and even problems such as those that would be presented at the enterprise, community, organizations, etc., as these represent real challenges and topical. At the same time enterprises and various agencies can observe the way in which these guys face the challenge and the skills and competences they bring into play to offer alternatives of solution.

The results of these experiences for teachers, students and strategic partners (enterprises, community, social organizations, etc.) allow concluding that this is the space in which all the actors converge at the same time.

Finally it can be concluded that through initiatives of professional experience can be promote spaces for the development of competencies and skills that young talent required for their successful incorporation into the labor market. The universities are able to create that bridge through which you generate common codes between young talents and companies that recruit.

The universities are able to create that bridge through connection, communication and mutual understanding between young talents and companies. Therefore the gap between the expectations of both may be reduced considerably and allow young people and businesses to better understand the context in which both will operate.

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EMPLOYER BRANDING AS A STRATEGY TO ATTRACT AND RETAIN TALENT

Examines the role of Services in human resource management in employer branding to attract and retain talented employees to create effective organization in the conditions of rigid competitive struggle.

K e y w o r d s: employer branding, talented employees, human resources management, strategy of staff attraction.